

From: Bernier, Robert P
Sent: Sat, 12 Feb 2022 16:49:03 +0000
To: Armstrong, Paula E
Cc: Leblanc, Jeff A; Palmer, Debbie; Nethercott, Mark J; Kennedy, Kevin D; Drummond, Robert A (Ottawa Police)
Subject: RE: Plan approval process.

Unclassified

Thanks Paula

Once Rob Drummond gets here, he will start managing a review of this.

I have my hands full...but also really need this.

My direct line is [REDACTED]

Thanks

Rob

Insp. Robert Bernier
Freedom Convoy Demo
Service Command Centre IC
[REDACTED]

From: Armstrong, Paula E <ArmstrongP@ottawapolice.ca>
Sent: Saturday, February 12, 2022 11:32 AM
To: Bernier, Robert P <BernierR@ottawapolice.ca>
Cc: Leblanc, Jeff A <LeblancJ@ottawapolice.ca>; Palmer, Debbie <PalmerD@ottawapolice.ca>; Nethercott, Mark J <NethercottM@ottawapolice.ca>; Kennedy, Kevin D <KennedyK@ottawapolice.ca>
Subject: RE: Plan approval process.

Unclassified

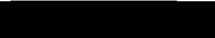
[V:\Emergency Operations\Major Events\Special Events\DEMOS\2022 DEMO\Ottawa Truck Demo 2022\Convoy Demo Ops File Coordinator\Tracking Sheets\Ops Plans \(V2\).xlsx](#)

This is the spreadsheet that am using. There are links to all of the files I have so far.
Please let me know if you have any questions.
Paula

Paula Armstrong

Sr. Administrative Assistant to A/Superintendent Rob Drummond

Ottawa Truck Demonstration '22 Ops Plan File Coordinator
Commissioner of Oaths Coordinator
Ottawa Police Service - Information Directorate


armstrongp@ottawapolice.ca

From: Bernier, Robert P <BernierR@ottawapolice.ca>
Sent: Saturday, February 12, 2022 7:46 AM
To: Kennedy, Kevin D <KennedyK@ottawapolice.ca>
Cc: Armstrong, Paula E <ArmstrongP@ottawapolice.ca>; Palmer, Debbie <PalmerD@ottawapolice.ca>; Groulx, Martin L <GroulxM@ottawapolice.ca>; Mann, Julie <MannJ@ottawapolice.ca>; Kennedy, Kevin D <KennedyK@ottawapolice.ca>; Leblanc, Jeff A <LeblancJ@ottawapolice.ca>; Nethercott, Mark J <NethercottM@ottawapolice.ca>; Lucas, Russell J <LucasR@ottawapolice.ca>; Marin, Michel <MarinM@ottawapolice.ca>; St Arnaud, Lynn C <StArnaudL@ottawapolice.ca>; Bell, Steve <BellS@ottawapolice.ca>; Ferguson, Patricia K <FergusonP@ottawapolice.ca>
Subject: Re: Plan approval process.

Unclassified

Thank you Kevin

We are in fact going to have a meeting today or first thing tomorrow on exactly this. We want to see where we stand on the plans front and assess where the gaps are. We should be moving into a phase now where I will be onmy looking for 'Actions On Plans' more than likely from a specific section or a joint effort.

That is why we have one funnel point for requesting and processing plans....the SCC through the planning Chief and Paula our Document Coordinator. All requests for plans should be coming from me. If someone is asking for one please send them my way.

If Paula can send me the Plans status chart So that I can review with my Command Table.

All this said, it is not lost on me how hard you and your team have been working and it is has been a tsunami of request. I am hoping this is going to slow down and it will be focused on priority actions on.

Thanks again

Rob

A/Supt Rob Bernier, MOM
Ottawa Police Service

Event Commander (MIC)
Ottawa Truck Demonstration
[REDACTED]
bernier@ottawapolice.ca

From: Kennedy, Kevin D <KennedyK@ottawapolice.ca>
Sent: Saturday, February 12, 2022 7:10:19 AM
To: Bernier, Robert P <BernierR@ottawapolice.ca>
Cc: Armstrong, Paula E <ArmstrongP@ottawapolice.ca>; Palmer, Debbie <PalmerD@ottawapolice.ca>; Groulx, Martin L <GroulxM@ottawapolice.ca>; Mann, Julie <MannJ@ottawapolice.ca>; Kennedy, Kevin D <KennedyK@ottawapolice.ca>; Leblanc, Jeff A <LeblancJ@ottawapolice.ca>; Nethercott, Mark J <NethercottM@ottawapolice.ca>; Lucas, Russell J <LucasR@ottawapolice.ca>; Marin, Michel <MarinM@ottawapolice.ca>
Subject: FW: Plan approval process.

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Insp Bernier

May I suggest that moving forward we have a single command member to identify which operational plans are the priority.

Within the last week, the small planning team probably drafted or reviewed a dozen different plans between us. In addition at one point we were called upon to drop everything and all of us to work on one large plan to justify additional staffing. I fully support the idea that every operation requires a plan, but the scatter shot approach we took last week with the limited resources resulted in sub-standard products.

The plan writing team is now down to Mark, Jeff and me (all very competent plan writers). Given the quality of products required, the team is too small to be pushing out plans at the pace we have been. We need to have requests prioritized so that we provide ground command with the best plan possible for each operation. If something goes wrong on any operation, the quality of what we planned will certainly be in question. Funneling all requests through one gatekeeper will certainly improve the situation.

With that said, I understand that there might be a request floating around out there from another agency to draft a Presidential style plan to justify the request for additional resources. It may just be a rumour, but I worry that it's not. That type of plan would require additional supports to provide something that matches even a fraction of a plan of that magnitude.

For your consideration.

Kevin

From: Bernier, Robert P <BernierR@ottawapolice.ca>
Sent: Saturday, February 12, 2022 12:02 AM
To:
Cc: St Arnaud, Lynn C <StArnaudL@ottawapolice.ca>
Subject: Plan approval process.

Unclassified

Hi Debbie,

Welcome back to the SCC. Paula as document coordinator has been doing an outstanding job trying to compile and organize all plans.

As soon as you feel that we have most plans in place and binders are set up, let's make arrangements to get two copies sent out to TPOF. (Me and the NCRCC Incident Commander).

All future Operational Plans or Actions On Plans (AOP) will need to be reviewed and authorized by a sections CofC then forwarded to me for approval before it goes in the binder.

What we were referring to Deliberate Action Plan term will need to be changed to AOP.

I am asking that all plans requested and coordinated through the SCC. I am hearing that requests are flying around all over the place. I will try to remember to get a message out tomorrow on this to the organization.

Thanks

Rob

A/Supt Rob Bernier, MOM
Ottawa Police Service
Event Commander (MIC)
Ottawa Truck Demonstration

bernierR@ottawapolice.ca